Project Review

Planning Associates Program
Washington, DC Experience

Wes Coleman
Chief, HQUSACE Office of Water Project Review

2 March 2011

US Army Corps of Engineers
BUILDING STRONG®

Topics To Be Covered

- **OWPR & the Review Process**
- **Common Problems in Submittals**
- **WRDA**

Directorate of Civil Works

4 Regional Integration Teams (RIT's) Assigned to Directorate of Military Programs

Executive Office

Deputy Commanding Gen., Civil & Emergency Ops. (CECW-ZA)
MG William Grisoli 3L94 761-0099
Director of Civil Works (CECW-ZB)
Mr. Steven Stockton, PE 3L92 761-0100
Executive Director (CECW-ZC)
COL Alvin Lee 3M93 761-0101
Special Assistant (HQE)
Mr. Gerald Barnes, PE 3H77 761-4527
Executive Officer
CPT Kevin Siegrist 3M92 761-0103

Assistant Directors

Eastern (CECW-ZE)
LTC Dale Snider 3K93 761-0105
Western (CECW-ZW)
LTC Rafael Pazos 3J87 761-1943
Central (CECW-ZM)
MAJ Darren LeMaster 3K94 761-0107
Legislative
Mr. Larry Prather 3K92 761-0106
Planning
Ms. Robyn Colosimo 3 I 86 761-8647

North Atlantic Division RIT (CEMP-NAD)

Mr. Mohan Singh* Chief
3T77 761-8656
Mr. Pete Luisa Civil Deputy
3T72 761-5782

Pacific Ocean Division RIT (CEMP-POD)

Mr. Lloyd Pike* Chief
3A25 761-0018
Ms. Sharon Wagner Civil Deputy
3U42 761-7094

South Pacific Division RIT (CEMP-SPD)

Mr. Scott Whiteford* Chief
3T55 761-8990
Ms. Ada Benavides Civil Deputy
3T61 761-0415

Southwestern Division RIT (CEMP-SWD)

Mr. James Balocki Chief
3T50 761-5642
Ms. Sandy Gore Civil Deputy
3T40 761-5237

Great Lakes & Ohio River Division RIT (CECW-LRD)

Mr. Mike Ensch* Chief
3E92 761-1983
Ms. Yvonne Prettyman-Beck Civil Deputy
3D94 761-4670

Mississippi Valley Division RIT (CECW-MVD)

Mr. Tab Brown, PE* Chief
3G92 761-0115
Mr. Zoltan Montvai Civil Deputy
3F94 761-4495

Northwestern Division RIT (CECW-NWD)

Mr. Stacey Hirata* Chief
3Y01 761-5763
Ms. Lisa Fleming Civil Deputy
3C93 761-4605

South Atlantic Division RIT (CECW-SAD)

Mr. James Dalton, PE* Chief
3H92 761-8826
Ms. Stacey Brown Civil Deputy
3G94 761-4106

Office of Homeland Security (CECW-HS)

Mr. Ed Hecker Chief
3B92 761-4601
Mr. Alex Domstauder Deputy Chief
3H59 761-4714

Planning Community Of Practice (CECW-CP)

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Ms. Susan Hughes Deputy
3 I 27 761-4121

Engineering & Construction Community of Practice (CECW-CE)

Mr. James Dalton, PE* Chief
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Mr. Steve DeLoach Deputy
3L24 761-5347
Mr.Jeff Hooghouse, RA Value Eng'r
3L21 761-5533
Mr. Eric Halpin, PE
Sp. Asst. Dams & Levee Safety
3E65 761-7662
Mr. Robert Bank, PE Civil Br. Chief
3L35 761-5532
Mr. George Lea, PE Military Br. Chief
3L26 761-7775
Mr. Gary House, PE
"Building Strong Corps" Project Mgr.
3E68 761-4692

Planning&Policy Div.(CECW-P)

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Mr. John Furry 3 I 23 761-9999
Ofc. of Water Project Review
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3F21 761-4102

Program & Project Mgmt. Com. of Practice (CECW-CB)

Mr. Gary Loew* Chief
3 I 92 761-4100
Ms. Andrea Bias-Street Deputy
3 I 61 761-7700

Programs Integration Division (CECW-I)

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3 I 92 761-4100
Mr. Bill Augustine Dep. Chief
3 I 93 761-4117
Program Development Team
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3J93 761-1917
National Programs Team
Mr. Jack Jurentkuff Team Ldr.
3J75 761-4091
Project Programs Team
Mr. Mark Mugler Team Ldr.
3K72 761-4103
Future Directions Team
Ms. Jennifer Greer Team Ldr.
3 I 88 761-4113
Dr. Georgeie Reynolds Tribal Liaison
3 I 78 761-5855

Operations & Regulatory Community of Practice (CECW-CO)

Mr. Mike Ensch* Chief
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Mr. Jonathan Davis Deputy
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3H31 761-8648
Committee on Marine Transportation System (CMTS)
Ms. Patricia Mutschler
Dept. of Trans. 202-366-3612
Regulatory Programs
Ms. Meg Gaffney-Smith
3 I 32 761-5904
Natural Resources Mgmt.
Ms. Mary Coulombe
3F63 761-1228
Hydropower
Mr. Kamau Sadiki
3 I 29 761-4889
Asset Management
Dr. Elliot Ng
3E87 761-4494

* Dual or triple-hatted

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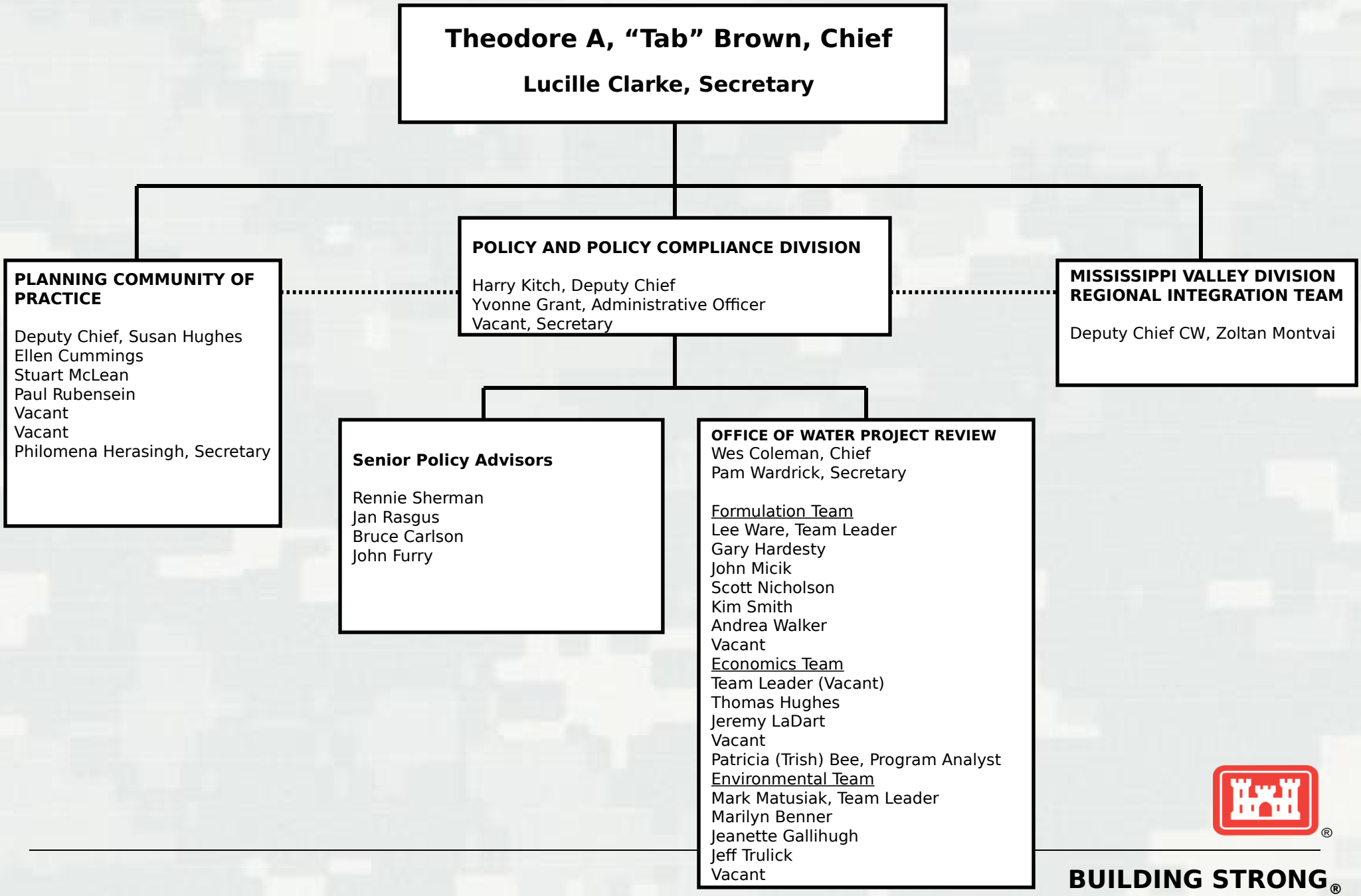
Theodore A, "Tab" Brown, Chief
Lucille Clarke, Secretary
PLANNING COMMUNITY OF PRACTICE
Deputy Chief, Susan Hughes
Ellen Cummings
Stuart McLean
Paul Rubensein
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Philomena Herasingh, Secretary
POLICY AND POLICY COMPLIANCE DIVISION
Harry Kitch, Deputy Chief
Yvonne Grant, Administrative Officer
Vacant, Secretary
MISSISSIPPI VALLEY DIVISION REGIONAL INTEGRATION TEAM
Deputy Chief CW, Zoltan Montvai
Senior Policy Advisors
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OFFICE OF WATER PROJECT REVIEW
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Pam Wardrick, Secretary
Formulation Team
Lee Ware, Team Leader
Gary Hardesty
John Micik
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Kim Smith
Andrea Walker
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Economics Team
Team Leader (Vacant)
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Jeremy LaDart
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Patricia (Trish) Bee, Program Analyst
Environmental Team
Mark Matusiak, Team Leader
Marilyn Benner
Jeanette Gallihugh
Jeff Trulick
Vacant

ROLES AND RESPONSIBILIIES
Policy Compliance Review Team

- **Lead by a Review Manager**
- **Other Members may include:**
  - **Regional Integration Teams**
  - **Real Estate**
  - **Office of the Chief Counsel**
  - **Engineering and Construction**
  - **Operations and Regulatory**
  - **Senior Policy Advisors**

CHARACTERISTICS OF A GOOD REVIEWER

- **Strong Planning Background**
- **Experience with Many Project Purposes**
- **Familiar with WRDAs and Other Laws**
- **Good Writer and Communicator**
- **Team Oriented, Leader, Schedule Sensitive**
- **Strong Stomach and Thick Skin**

GUIDELINES FOR REVIEW COMMENTS

4 Principal Elements

- **A clear statement of the concern (information deficiency or incorrect application of policy or procedures)**

- **Basis of the concern (law, policy, guidance)**

- **Significance of the concern**

REVIEW PROCESS AND PRODUCTS

Review comments can add value to the Decision-making Process by:

- **Identifying policy/analytical/procedural errors which should not be repeated in future reports.**

- **Creating opportunity to build support at higher levels of review (ASA, OMB).**

BUILDING A RECORD OF REVIEW

- **Build and maintain a record of review, responses, actions taken and resolution of issues.**

- **Usually through PGM and compliance process.**

- **Culminates in Documentation of Review Findings which accompanies reports submitted to decision-makers [DCG(CEO), COE, ASA, OMB].**

LIMITS ON THE REVIEW

- **Review will normally not be revisited (unless changes are made in final documentation or the results are causing the plan formulation process to produce unreasonable or inconsistent results).**

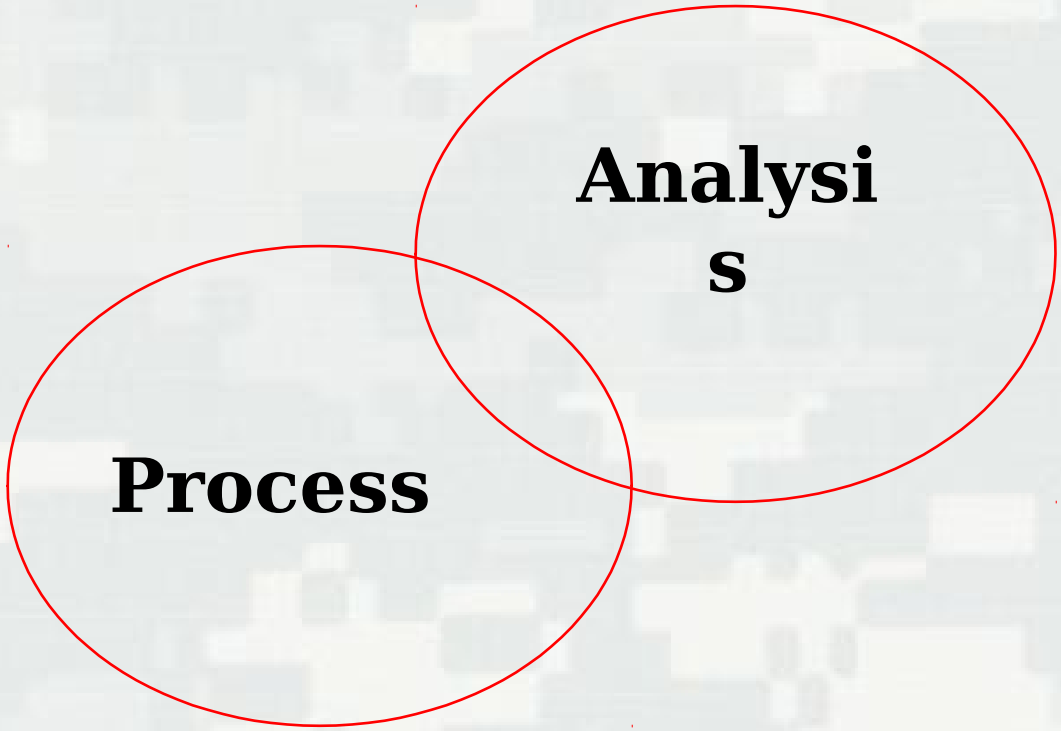
- **Policy issues should be forwarded for resolution to MSC and HQ's in a timely manner.**

- **Issue resolution conferences may be**

COMMENT/RESOLUTION DOCUMENTATION

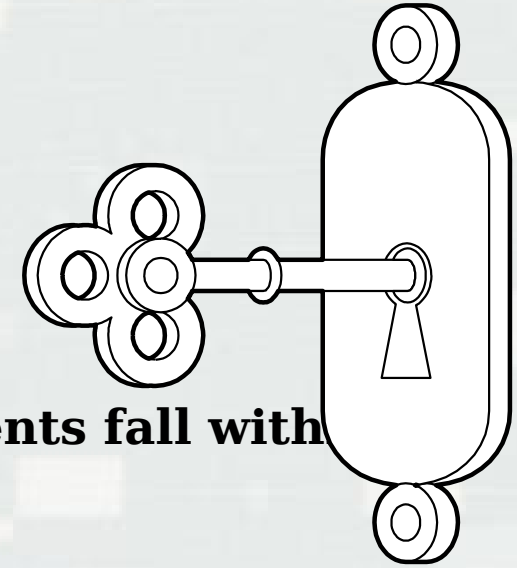
- **Comment**
- **Response**
- **Discussion**
- **Required Action**
- **Action Taken**
- **Assessment**

COMMON PROBLEM AREAS



POLICY REVIEW KEY AREAS

- **Feasibility Scoping Meeting: Majority of policy review comments (81%) fall within 5 categories**
  1. **future without project conditions;**
  2. **plan formulation;**
  3. **environmental compliance;**
  4. **environmental analysis; and**
  5. **economic analysis.**



- **Alternative Formulation Briefing: 71% of comments fall with categories**
  1. **environmental analysis;**
  2. **plan formulation;**
  3. **economic analysis;**
  4. **the without project condition (12%); and**
  5. **engineering and costs.**

COMMON PROCESS PROBLEMS

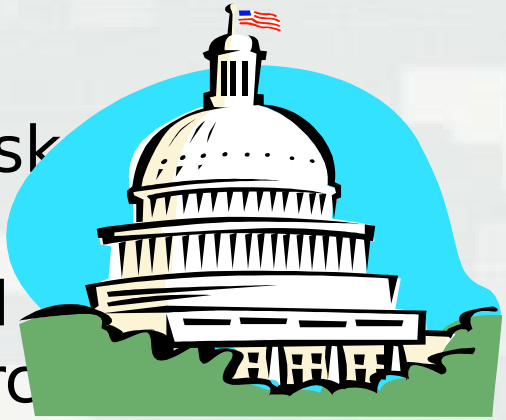
- **Incomplete Document Packages**
- **Scheduling**
- **Poor Follow-Up**
- **Inconsistent Review**
- **Communications**

Myths and Urban Legends

- Concurrent Review
- Expedited Review
- The “A” Product
- The Comment Quota
- Performance Objectives and Execution Targets
- Promises, Promises, Promises

WRDA 2011

- Will there be one? vs. Might there be one?
  - Since enactment of WRDA 07, 10 Chief's Reports have been signed recommending the construction of 26 projects with a combined first construction cost of ~$6.3 billion.
  - The above projects include 3 for flood risk reduction ($1.5B); 5 for coastal storm damage risk reduction ($592M + $319M for periodic nourishment); 1 for commerc navigation ($25M); and 17 for ecosystem restoration, including the beneficial use of dredged material ($4.2B)



WRDA 2011

- An additional 19 potential projects, being documented in 16 Chiefs Reports, are currently on schedules that could result in final Chief's Reports prior to the end of calendar year 2011, subject to favorable results of policy, S&A, and final NEPA reviews.
- The above projects include 3 for flood risk reduction; 1 for coastal storm damage risk reduction project; 3 for commercial navigation; 11 for ecosystem restoration; and 1 multi-purpose project.

TAKE AWAYS

- OWPR - we're here to help (really!!)
- Requirements for review- follow the guidance and include what is required in submittals
- The review process develops a record which helps get the project through Washington review and authorized
- Try to avoid common process and analytical problems - share lessons learned

Questions?